

PERSPECTIVES OF THE ANALYSIS OF ORGANISATION'S CONTEXT IN THE LIGHT OF THE ISO 9001:2015 STANDARD AND THE SUBJECT LITERATURE

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Purpose: The purpose of this publication is to examine approaches to determining the context of an organisation in light of the requirements of ISO 9001:2015 standard and the subject literature. The study aims to understand the essence of the analysis of the organisation's context.

Design/methodology/approach: The study used a systematic literature review method. The steps of the procedure included the selection of publications from selected Web of Science and Scopus databases, as well as a review of publications available on Google Scholar, the analysis of paper abstracts to select them for full-text analysis, the identification of the main lines of research, and the identification of three perspectives of the analysis of the organisation's context: (1) those stemming from the strategic management output; (2) those determined by a quality management-centred approach; and (3) the integrated one that takes both approaches into account.

Findings: The analysis of the organisation's context in the strategic management perspective focuses mainly on methods such as SWOT analysis and PEST analysis (sometimes extended by extracting additional factors for PESTEL analysis). The quality management perspective focuses on identifying customer requirements and substantiating stakeholders' needs. In contrast, the integrated perspective involves combining strategic and qualitative management methods for a comprehensive analysis of the organisation's context.

Practical implications: The study provides organisations with insights into the diversity of context analysis methods and provides a basis for recommending the use of the integrated perspective for effective quality management.

Originality/value: This work adds value by identifying and analysing different perspectives on the analysis of the organisation's context and demonstrating the potential for applying an integrated perspective. Promoting a better understanding of the organisation's context by management in light of the requirements of ISO 9001:2015 standard and the subject literature, can influence the alignment of quality management strategies with stakeholder and market needs.

Keywords: analysis of the organisation's context, strategic management, quality management, ISO 9001:2015 standard.

Category of the paper: Literature review, general review.

1. Introduction

Analysis of the organisation's context is a key element of effective quality management, particularly in light of the requirements of ISO 9001:2015 standard. This standard emphasises the importance of understanding organisation's environment, both internal and external, to achieve quality objectives. This paper focuses on discussing the essence of the organisation's context, using strategic management, quality management and integrated management perspectives. By reviewing the literature, the study contributes to a better understanding of the analysis comprehensiveness of the organisation's context.

This text is the first part of a series of papers. According to H. Snyder, due to the significant increase in knowledge and the need to keep up with the latest research, the literature review as a research method is now more important than ever (Snyder, 2019). This paper presents the results of a systematic literature review, the results of which indicated that there are few publications in the available databases comprehensively capturing the process of analysing the organisation's context taking into account both approaches derived from strategic management and determined by quality management practices. Most of the authors advocating an integrated approach use a limited range of methods and techniques possible in this area. Thus, directions for further research have been and are being identified.

Quality management systems can play an important role in shaping the market position of companies because, among other things, they can contribute to maintaining or improving customer satisfaction (Bugdol, 2018). The reasons for their implementation may vary (Wolniak, Sułkowski, 2016), but the benefits of their implementation are confirmed by empirical research (Fonceca, Domingues, 2018; Sułkowski, Wolniak, 2018). Although, it is still possible to identify some organisations that focus on implementing and maintaining such a system but pay little attention to improving it to achieve its benefits (Gębczyńska, Wolniak, 2018).

The ISO 9001 standard is evolving to respond to the current needs of the economy, also to meet the challenges of the increasingly volatile environment of modern organisations, which is manifested, among other things, by paying attention to their context (Łagowski, Żuchowski, 2016). Therefore, the 2015 edition of the standard focuses on the notion of the organisation's context. This is not entirely new to organisation management, as internal and external factors affecting the ability to achieve business goals and set strategic directions have long been of interest to organisations' boards (Natarajan, 2017). The ISO 9001: 2015 standard further emphasises the need to define the business strategy and objectives of the quality management system and to understand every aspect of it (Pacana et al., 2017).

2. Essence of Organisation's Context in the Light of ISO 9001:2015 Requirements

The ISO 9001:2015 standard is an international standard that contains requirements for a quality management system. One of the key elements of this standard is the analysis of organisation's context. According to numerous authors, it is the foundation of a quality management system (Matuszak-Flejszman, Pochyluk, 2016; Popiel, 2017; Midor, Tarasiński, 2016). It is also important for the proper establishment of processes related to the manufacture of products and provision of services (Chen et al., 2016). It enables an understanding of business conditions (Jedynak, 2015) and an understanding of the specifics of the industry (Kleniewski, 2016).

According to the provisions of the ISO 9001:2015 standard, an organisation should understand its environment, both internal and external, in order to effectively manage the quality of its products and services. Understanding the organisation's context refers to identifying the factors that affect the company's operations and can have a significant impact on the achievement of its quality objectives. The standard emphasises that the analysis of the organisation's context is intended to be a process, not a one-off act, which should enable changes in the organisation and its environment to be captured (Zymonik, 2018)

The ISO 9001:2015 standard, in section 4.1, requires organisations to identify external and internal issues that are relevant to achieving its purpose and strategic direction (Cholewicka-Goździk, 2016). Relevant issues can impact both positively and negatively on organisation's performance, so their identification and appropriate management is an essential element of an effective quality management system.

The external context of an organisation includes factors outside its boundaries that affect its operations. Factors such as legal, technological, competitive, market, cultural, social and economic conditions, at international, national, regional or local level, should be considered. The impact of these factors can shape customer requirements, market trends, competition and the overall economic climate. Understanding these factors enables an organisation to adapt effectively to the changing business environment.

According to the ISO 9001:2015 standard, the external context includes:

Political, legal and regulatory factors: Knowing the laws and regulations that affect organisation's operation is key to ensuring compliance with legal and technological requirements.

Market conditions: Analysing market competitiveness, consumer trends and customer requirements allows an organisation to adapt its quality management strategy to meet changing needs.

Social and cultural factors: Considering social and cultural aspects in the context of the organisation allows for more effective stakeholder and customer engagement.

The internal context of an organisation, on the other hand, concerns issues related to its internal conditions and activities. In this respect, the organisation's values, culture, knowledge and performance should be taken into account. A proper understanding of these factors is crucial for effective quality management.

According to the ISO 9001:2015 standard, the internal context includes:

The organisation's values, culture and knowledge: Knowing the values on which an organisation is based and the culture that characterises it is key to effective quality management.

Organisational structure: Knowing the hierarchy, division of duties and responsibilities within the organisation is essential to ensure consistency of operations.

Business processes: Understanding and optimising organisational processes contributes to effective quality management and continuous improvement.

Organisation's performance: Analysing the organisation's past performance helps to identify strengths and areas for improvement.

Understanding the organisation's context is an important step that enables the organisation to adapt its strategy, action plans and processes accordingly to respond effectively to the changing environment. Context analysis allows an organisation to identify its strengths and weaknesses, as well as threats and opportunities, and make better use of its resources and competencies.

Based on an understanding of organisation's context, organisations can identify quality objectives that are relevant to their situation and customer needs. In addition, context analysis identifies key stakeholders and their requirements, which is important for aligning the organisation's offerings with market needs.

The process of analysing the organisation's context should be systematic and well organised. According to the provisions of the ISO 9001:2015 standard, section 4.1, an organisation must monitor and review information relating to external and internal issues. The key steps in the process of analysing organisation's context are:

Identification of external factors: The organisation should thoroughly understand its environment and identify external factors that may affect its operations and performance. The focus should be on regulatory changes, market trends, competition and customer expectations.

Analysis of internal factors: The organisation must analyse its values, culture, resources, knowledge and performance to identify its strengths and weaknesses.

Identification of stakeholders and their requirements: It is useful to identify the organisation's key stakeholders, such as customers, suppliers, employees, owners or regulators. Understanding their needs and requirements allows you to tailor your organisation's offering to meet their expectations.

Using the results of the analysis: The ultimate goal of the organisation's context analysis is to use its results in quality management. The organisation should take appropriate actions and strategies to achieve its quality objectives.

Based on the analysis of the organisation's context, key aspects are identified that will influence further research and decision-making. Further phases of the study will focus on using the results of the context analysis to develop appropriate strategies and actions within the quality management system.

Key aspects to be considered include:

Defining quality objectives and quality policy: Based on the context analysis, the organisation defines the objectives it wants to achieve in terms of the quality of its products and services and formulates a quality policy that reflects its commitment to meeting stakeholder requirements.

Risk management: Context analysis identifies potential risks and opportunities that may affect the achievement of quality objectives. Risk management enables the organisation to effectively prevent problems and take advantage of opportunities, which contributes to efficiency and competitiveness.

Developing appropriate strategies and actions: Based on an analysis of the context, an organisation formulates strategies and actions that address key internal and external issues. These strategies will be the basis for the quality management activities undertaken.

Identification of performance indicators: The results of the context analysis allow the identification of appropriate performance indicators that, in turn, will allow an organisation to monitor its activities and measure its performance. These indicators form the basis for a continuous improvement process.

Stakeholder engagement: Context analysis enables an organisation to better understand the needs and expectations of its stakeholders. Stakeholder engagement is a key element of effective quality management, allowing their perspectives and needs to be taken into account.

The ISO 9001:2015 standard, in section 4.3, requires an organisation to precisely define the scope of its quality management system. This clause refers to a key aspect, allowing organisations to define the areas on which quality management will be focused. The introduction of this requirement aims to ensure that organisations set clear boundaries for their quality management system in order to effectively achieve defined objectives and meet stakeholder expectations.

Defining the scope of the quality management system is key as it enables organisations to focus their efforts on the areas most relevant to their business and their stakeholders. This scope includes both products, services and internal processes that affect the quality of the final results. Incorporating the 4.3 section into the quality management strategy helps organisations avoid ambiguity and ensure consistency of effort to achieve excellence in quality.

The process of scoping the quality management system should take into account the full context of the organisation. This means understanding the objectives, risk areas and stakeholder requirements. Scoping therefore includes an analysis of processes, functions, locations and external and internal interactions. It is crucial to consider all relevant elements that affect the final quality and meeting the requirements of the ISO 9001:2015 standard.

In conclusion, this section discusses the essence of the organisation's context according to the ISO 9001:2015 standard guidelines. The analysis of the organisation's context, taking into account both internal and external factors, plays an important role in the quality management process. It allows the identification of key aspects that affect organisations and the development of appropriate quality management strategies and actions.

3. Research Method

As part of the analysis, a systematic literature review method was used. The procedure was based on the methodological guidelines suggested by W. Czakon (Czakon, 2011) and H. Snyder (Snyder, 2019), allowing the review process to be replicated.

The procedure involved several steps. In the first step, three databases were selected: Web of Science, Scopus and Google Scholar. The next step was to extract papers with primary keywords and phrases in the selected databases. This was followed by an analysis of papers' abstracts, discarding those that were not relevant to the study. Detailed coverage was identified in the next step, which involved analysing the full text of the publications.

Through the detailed analysis of the texts, the main approaches to the analysis of the organisation's context were separated. This way, the systematic literature review method used provided a coherent structure for the analysis, covering a variety of sources and lines of research.

4. Results of the Survey of Perspectives on the Analysis of the Organisation's Context

The analysis of the organisation's context is a key element of effective quality management, as already mentioned in section 2. This section focuses on presenting the essence of the organisation's context in the light of the subject literature. An overview of the different perspectives and approaches to the analysis of the organisation's context found in the available literature is presented. The aim of this section is to identify various approaches to the analysis of the organisation's context and to enrich the understanding of this key aspect of quality management.

The research covered the period from the earliest available publications in various databases to 2023. The publication search was conducted in June 2023. During the analysis, using keywords and abstracts (where papers did not contain full or relevant keywords), an effort was made to identify dominant research perspectives.

The results of the quantitative text search are presented in Table 1.

Table 1.

Results of the quantitative text search

Search criteria	Number of results	
	Scopus	Web of Science
"ISO" AND "context of the organi*ation" AND "method*"	7	5
"ISO" AND "organi*ation context" AND "method*"	5	4
"ISO" AND "business environment" AND "method*"	19	17

Source: self-elaboration.

After merging the lists of publications identified from the searches in the Scopus and Web of Science databases, a list of 39 items was finally obtained and analysed for relevance to the aim of the study, i.e. to be able to provide information on applied approaches to the analysis of the organisation's context. Due to the small number of selected literature items, publications appearing in the Google Scholar search engine were also searched, resulting in additional 53 items. An analysis of the full texts indicated that, of all the texts, only 11 indicated that the subject matter addressed was consistent with the aims of the study.

A team of researchers from the Coimbra Business School in Portugal presents in their paper an approach to the organisation's context in the implementation of a quality management system in an organisation based on a case study. It takes into account methods specific to strategic management, namely stakeholder analysis, SWOT analysis and the Balanced Scorecard. It is one of the few publications that presents a strategic approach to determining the context of an organisation (Santiago et al., 2016). Similarly, V.I. Makolov and T.A. Levina in their publication devote much attention to strategic management methods for analysing the context of an organisation, such as SWOT, PEST and PESTEL analysis, scenario method and management analysis (Makolov, Levina, 2017).

The most numerous publications that emerged clearly indicate the dominance of a perspective strongly influenced by the requirements of the ISO standard. These include a text produced by a team from Cuba and Ecuador, which focuses on tools and techniques such as surveys, interviews and complaint analysis to identify the context of the organisation. However, this publication does not consider strategic management methods (Seborit et al., 2021).

L. Hrbáčková and D. Tuček devote much attention to risk management in quality management systems of companies of different sizes. Although they mention SWOT analysis, they do not refer to its practical use in analysing the context of an organisation (Hrbáčková, Tuček, 2019).

W. Pokora and M. Gręzicki examine the context of the organisation in the light of the requirements of the ISO standard with regard to companies producing military equipment, which are at the same time obliged to take into account the requirements set by NATO in their quality management systems (Pokora, Gręzicki, 2018).

In their publication, a team of researchers from the Slovak University of Technology in Bratislava compared the two standards, ISO 9001: 2015 and ISO 14001: 2015, also in the area of the organisation's context. They did so in terms of system integration possibilities and took into account the requirements specific to ISO standards (Novakova et al., 2016).

A. Matuszak-Flejszman and R. Pochyluk make a thorough analysis of both the concept of the organisation's context and the various internal and external factors that influence its functioning. In their stakeholder analysis, they consider the interrelationships between the factors and try to point to possible scenarios. Although firmly grounded in the requirements of the ISO standard, this publication attempts to point to an integrated approach to conducting an analysis of the organisation's context (Matuszak-Flejszman, Pochyluk, 2016).

I. Abuhav considers that the primary task of an organisation is to harmonise the strategies prepared for its different areas. Context of an organisation is required to identify and understand their business environment in which it operates. He suggests conducting an examination of the organization's context using PEST analysis (he also proposes a version of PESTELI) and SWOT analysis (Abuhav, 2017).

A. Dobrowolska, A. Kołodko also point to the possibility of using PESTEL analysis as a method to help determine the context of an organisation (Dobrowolska, Kołodko, 2023).

An author who considers an integrated approach to determining the context of an organisation is R. Wolniak. In his publication, he presents both the approach, typical of practical implementations of quality management systems compliant with ISO standards, based on the analysis of the needs of different stakeholder groups (although he does not focus only on customers), and also draws attention to the various factors that determine the functioning of an organisation by referring to PEST analysis (Wolniak, 2019).

The publication by E. Rimawan and D.S. Suroso also presents an integrated approach, considers the issue of risk management within an integrated management system, but takes into account PESTLE analysis, which is typical of strategic management and, when properly implemented, can also lead to outlining scenarios of change in the organisation's environment (Rimawan, Suroso, 2020).

The results of the study identified three main research perspectives that stand out in the discussion over the analysis of the organisation's context. These are the strategic management perspective, the quality management perspective and the last one is the integration of the aforementioned approaches to analysing the organisation's context, thus using both strategic and qualitative management methods to comprehensively understand one's environment and effectively manage quality.

Table 2 indicates the approaches identified from the analysis of the emergent texts for the implementation of the analysis of the organisation's context.

Table 2.*Research perspectives on the analysis of the organisation's context*

Strategic Management Perspective	Quality Management Perspective	Integrated Perspective
Santiago et al., 2016; Makolov, Levina, 2017	Novakova et al., 2016; Pokora, Gręzicki, 2018; Saborit et al., 2021; Hrbáčková, Tuček, 2019	Matuszak-Flejszman, Pochyluk, 2016; Abuhav, 2017; Wolniak, 2019; Wahyudin et al., 2020; Dobrowolska, Kołodko, 2023

Source: self-elaboration.

One of the key approaches to analysing the organisation's context in the literature is the strategic management perspective. Strategic management methods allow organisations to consciously shape their future and achieve competitive advantage. Strategic methods widely described in the literature and used in business practice include SWOT (Strengths, Weaknesses, Opportunities, Threats) or PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis, Porter's five forces analysis, and stakeholder analysis, which allow the identification of factors influencing organisation's activities and determining its position in the market.

The quality management perspective focuses on identifying and understanding customer requirements and analysing stakeholder needs. It uses quality tools to streamline processes and improve the quality of products and services. Quality management's analysis of the organisation's context provides a better understanding of the market and customer needs, which is key to delivering products and services that meet market expectations.

The integrated perspective, on the other hand, involves using both strategic and quality management methods to comprehensively understand the organisation's context. Organisations taking on this challenge seek a deeper assessment of their capabilities, risks and market and stakeholder needs. The authors' experience in strategic management and the implementation and maintenance of functioning quality management systems indicates that the integration of these perspectives allows for a more comprehensive approach to the analysis of the organisation's context, leading to better decisions and the ability to formulate sound strategies.

5. Conclusions

In summary, the analysis of the organisation's context is a complex process that requires an understanding of the various factors that influence organisation's operations. The literature provides general indications of perspectives and approaches to this issue. These are mainly derived from the body of work related to the fields of strategic management and marketing and extremely rarely take into account the functioning of quality management systems. This is confirmed by the small representation of such publications among those selected for the

study. Among the results of the analysis of the bases, the approach resulting directly from the requirements and provisions of the ISO 9001: 2015 standard is clearly visible. Unfortunately, it can lead to the omission of important factors and aspects of the organisation's functioning. This can be seen above all in organisations that focus primarily on maintaining a certified quality management system, which can lead to striving to meet mainly formal requirements. By drawing conclusions from the literature analysis, organisations can make informed decisions about which tools and methods are most appropriate for analysing their organisational context. Integrating the two identified different approaches to analysing the organisation's context, can contribute to better results and competitive advantage. The pursuit of continuous improvement and an informed approach to analysing the organisation's context are key elements of effective quality management in today's dynamic business environment. The ISO 9001: 2015 standard, in its latest edition, points to an important area that the management of any organisation should pay constant attention to in order to identify the changes taking place and the opportunities and threats arising from them.

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